

George A. ...

PRESIDENT

Sandra W. ...

EXECUTIVE SECRETARY

THIS CERTIFIES THAT

**Norberto Rivera
of
NYCR Industries Corp**

IS A FULL MEMBER OF

ALLIED FINANCE ADJUSTERS CONFERENCE, INC.

IN GOOD STANDING THOUGH

December 31st, 2025

WITH ALL RIGHTS AND PRIVILEGES PERTAINING THEREOF.

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2025 CERTIFICATE OF MEMBERSHIP